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Leadership Doctorates Newsletter: Volume 6, Number 2

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Leadership Doctorates Newsletter reports information relevant to the Thomas Jefferson University **Strategic Leadership** and **Complex Systems Leadership** programs and communities including personal and professional events, accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the *Newsletter* to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact the Editor by emailing Lawrence.Starr@Jefferson.edu.

End of the Ideal Doctorate

On May 8, 2020, Dr. Shelley Osagie, Dean of the Jefferson School of Continuing and Professional Studies, sent email to the student/learner community that included the following:

After careful consideration and many conversations with students, faculty and the Provost, we have reimagined the future of the Doctor of Management (DMgt) in Strategic Leadership program. We did not take this decision lightly and considered the following: program structure, organization and resources, market demands, efficient programmatic operations and cost. We will be creating a new and exciting curriculum around strategic leadership which will be offered in a hybrid delivery mode with low residency. We are excited that we will be able to reach a greater number of students looking for quality graduate education at Thomas Jefferson University. The program will also no longer offer the DMgt and instead offer a Doctor of Strategic Leadership (DSL) degree. The PhD program will remain on hiatus until the new DSL program is designed.

The Dean sent a second email May 14:

We will start work on the re-envisioned DSL program towards the end of this year. I would like to get the new DSL up and running by spring 2022. The revised program will transfer all DMgt credits if you choose to go that route.

The idea for a systems-framed and complexity-informed Doctor of Management (DMgt) program began approximately 15 years ago at the University of Pennsylvania. It came to life as [An Ideal Doctorate](#) at Philadelphia University in 2016 supported by the President, Provost, and VP of Innovation. By 2019, our 4th year of the DMgt and after the merger with Thomas Jefferson University, the Graduate Admissions Office and Marketing Department recorded more than 25,000 visits to the website and that 316 people had requested information to apply. An additional approximately 100 people contacted the Program Office directly including those who delivered applications in person. From this population, 61 people in 8 cohorts were admitted. Our current metrics are there are 7 alumni, 50 are engaged in

coursework and writing dissertations, and only 4 - an astoundingly low number - had dropped out.

The DMgt in Strategic Leadership and PhD in Complex Systems Leadership attracted an elite, diverse, inclusive, and professionally remarkable community of adult student/learners, faculty, coaches, scholars, and mentors. In our last 2 years, more than 10 people asked to teach with us, 3 scholars applied for Fulbright Scholarships to be hosted by us, one international faculty, a member of the Chinese Academy of Sciences with a Ford Fellowship, and one Harvard Law post-doctoral student asked to be hosted by us. Following the [100th Anniversary Celebration](#) of the life and work of Russell L. Ackoff held at Jefferson in July 2019, many of the more than 80 faculty and scholars from 6 countries who attended asked if there could be a place for them in our program. Several universities have asked to partner with us: one in Switzerland, one in the UK, and two in the US - all of which have remained in contact.

In this issue of *Leadership Doctorates Newsletter*, I present some of the recent personal and professional milestones and accomplishments of the members of our community and their extended families. This is one of the best parts of being Program Director because the stories are examples of our self-development - how we have learned to improve ourselves and our communities, how we teach and enable others to learn, and how we make contributions to the understanding and navigation of complex topics.



Socrates once said, "The secret of change is to focus all of your energy, not on fighting the old, but building on the new."

Pandemic Scholarship

It is ironic that our Dual-Leadership Doctorates had been designed and developed specifically to frame, understand and navigate the kinds of complex and chaotic problems occurring in the Covid-19 Global Pandemic. These problems are wicked, messy, dynamically complex, and call for both systems and design thinking as described by **Sung Won Paek, Cohort 8**:

No one envisioned the kinds of problems that emerged from the novel coronavirus nor had anyone considered their interactive scope. Now is the time to begin to redesign our processes and systems so that when confronted again we can cope and navigate better. Everyone needs to be a partner in these redesigns and each of the health, social, educational, and other systems must be integrated because it is their interconnections that coproduce and give meaning to our lives.

There should be no surprise, therefore, that between March and May, multiple scholarly papers were written by our community members then uploaded to the *Jefferson Library Digital Commons*. The 8 papers from our doctoral community account for [more than 10% of all the scholarship](#) from across all the Jefferson Schools and Colleges about the coronavirus.

SCHOOL OF CONTINUING AND PROFESSIONAL STUDIES CORONAVIRUS PAPERS

[A Crisis is a Terrible Thing to Waste: Recovering a Sense of Agency in Coronavirus Times](#), Steven F.

Freeman

[No double trouble: How to reopen the economy.](#), Larry Hirschhorn

[Pandemic lockdown must fail: Save lives without crippling the economy](#), Larry Hirschhorn

[Systems View of Coronavirus](#), Sung Won Paek and Larry M. Starr

[Disruptive Effects of the Coronavirus - Errors of Commission and of Omission?](#), John Pourdehnad, Larry M. Starr, Venard Scott Koerwer, and Harry McCloskey

[Our Wicked Problem](#), John Pourdehnad, Larry M. Starr, Venard Scott Koerwer, and Harry McCloskey

[Our Multi-Pandemic](#), Larry M. Starr

[Our Invisible Enemy](#), Larry M. Starr and Darshi Mody

One follow-up to the “Errors of Commission and Omission” paper written by Pourdehnad, Starr, Koerwer and McCloskey was its republication ([Part 1](#); [Part 2](#)) by the Editors of *The Korean Times*, the English Language newspaper of South Korea.

Coronavirus Coping and Responding

As the reports of the incidence of the novel coronavirus leading to Covid-19 increased in Asia and Europe, members of the Jefferson Complex Systems and Strategic Leadership doctoral programs anticipated the impact in the U.S. generally and at our university and education programs specifically. On March 5, a paper was written by program faculty and PhD students to help explain the nature of anticipated complexities and interactions.¹ Following the University announcement on March 12 that all classes would be held online, a Doctoral Response Management Team (DRMT) was conceived and on March 18 was assembled. Members were selected based on their complex leadership capacities so included doctoral students, faculty, and professionals from within and from outside the University. To generate different perspectives, their experience came from health care, human resources, education, information technology, strategic communications, organization development, clinical psychology, applied systems thinking and practice, and systems collaboration. These members assembled their own networks which expanded the input and opportunities for emergent and novel ideas to be created.

All members of the Leadership Doctoral community were contacted to assess personal and professional status, and to determine if assistance was needed immediately and if recommendations for individual follow-up support was warranted. This was followed by development of online stress management education programs and a weekly colloquium series, *Leadership in the Pandemic*.

Dr. Dominick Volini arranged for the first of these programs and wrote:

In our outreach conversations with you, we learned that some members in the community are practitioners of meditation and others were interested in taking advantage if an opportunity to learn was offered. To this end, I have identified a colleague who provides a program and arranged for her to offer free support to our community.

Cathy Quartner Baily has been a friend and colleague for decades and has developed and conducted online Mindfulness programs. For DSL/CSL, she provided a set of motivational, instructive and entertaining emails to help both advanced and novice learners improve their approach to “taking good care of self,” the first requirement in caring for anyone else.

Email sessions were delivered each Monday, Wednesday and Friday beginning in April. There is no tracking and no obligation to attend any or all. Each session provides mindfulness and related activities for individual support. For more information, please contact Cathy cqb@quartner.com or see her website [Helping Leaders Emerge](#).

¹ Pourdehnad, Starr, Koerwer & McCloskey (2020). “Disruptive effects of coronavirus” was uploaded to the Jefferson Digital Commons: <https://jdc.jefferson.edu/jscpsc/> and was selected as an editorial and published in the English-language newspaper, *The Korean Times* in Seoul:
Part 1: http://www.koreatimes.co.kr/www/opinion/2020/03/137_286614.html;
Part 2: http://www.koreatimes.co.kr/www/opinion/2020/03/137_286820.html



Cathy Quartner Bailly



A second program was arranged by alumna **Dr. Darshi Mody** with her sister **Toral Gathani**. Darshi wrote the following:

In these uncertain times, designing a path we can walk with a sane, healthy mind is more important than ever. To support Mental Health Awareness Month (May) and the Global Pandemic, we are hosting weekly *Mindful Awareness Meditation* sessions led by **Dr. Aurora Casta**, a psychiatrist, staff member of the Counseling and Psychological Services Center at the University of Pennsylvania, and wife of **Dr. Steve Freeman**. These sessions are offered as a gift to help participants discover moments of still body and calm mind.

As the world has become even more chaotic - and dangerous - we have doubled down on our program to help you stay centered, safe, and focused to face the formidable challenges ahead. We continue to offer these sessions on Thursdays in June from 7:00 pm to 8:00 pm. [Register here](#) to join one or all of the June sessions.

**Include Mindful Awareness Meditation
practice into your daily activities**

Attend a series of four sessions by **Aurora Casta**,
A Certified Teacher of Mindfulness Based Stress Reduction (MBSR)

This is an extended series on the request of the May attendees.
RSVP at the event link to receive updates.

Offered on **Thursday's**
June 4th , June 11th , June 18st , June 25th
Time - 7:00 pm – 8:00 pm EST.

The **class includes** guided meditations,
short period of self reflection, and
body-mind meditations.



Aurora Casta



Darshi Mody and Toral Gathani

Coronavirus Contributions

Alone we are strong. Together we are stronger.

By Joyce Zhang, *Cohort 5*

Executive Director, Everest Medical Group

As an immediate response to the personal protective equipment (PPE) shortage for the frontline medical workers and to match the donations to the demand of local hospitals and healthcare providers, the local Philadelphia Chinese American community formed several social media groups. My friends and I created one of these groups on 3/18/2020 and based on the most recent data, we have donated the following: approximately 10,000 N95/KN95 masks; more than 53,000 surgical masks; 1320 protective gowns; 1600 pairs of gloves; more than 200 goggles and 200 disinfected products; 100 boxes of alcohol pads; 35 face shields; 1 box of hand sanitizer, and 500 other PPEs.

Over 30 hospitals and healthcare providers in PA, NJ, NY, and DE have received our PPE donations including Jefferson Health, HUP, CHOP, Temple University Hospital, Crozer and others. My family has been actively involved in the PPE donation activities—we directly donated to Jefferson Health, Temple University Hospital, Mainline Health and Einstein Health, and local grocery stores.

My daughters designed the poster for the PPE donation social media initiative using the slogan “Alone we are strong, Together we are stronger” and they were highlighted in the local press.

Delaware County’s Chinese-American residents band together to help community during pandemic

by Peg DeGrassa pdegrassa@21st-centurymedia.com @PeggyDe5 on Twitter Mar 29, 2020 Comments



Michele Sun, above, an eighth grade student in the Rose Tree Media School District, co-designed the poster for the recent

I also helped the *City of Philadelphia* and *Visit Philly* to translate and design the posters in responding to Covid-19, and along with my friend who owns a bakery, we started to donate cakes to local hospitals.

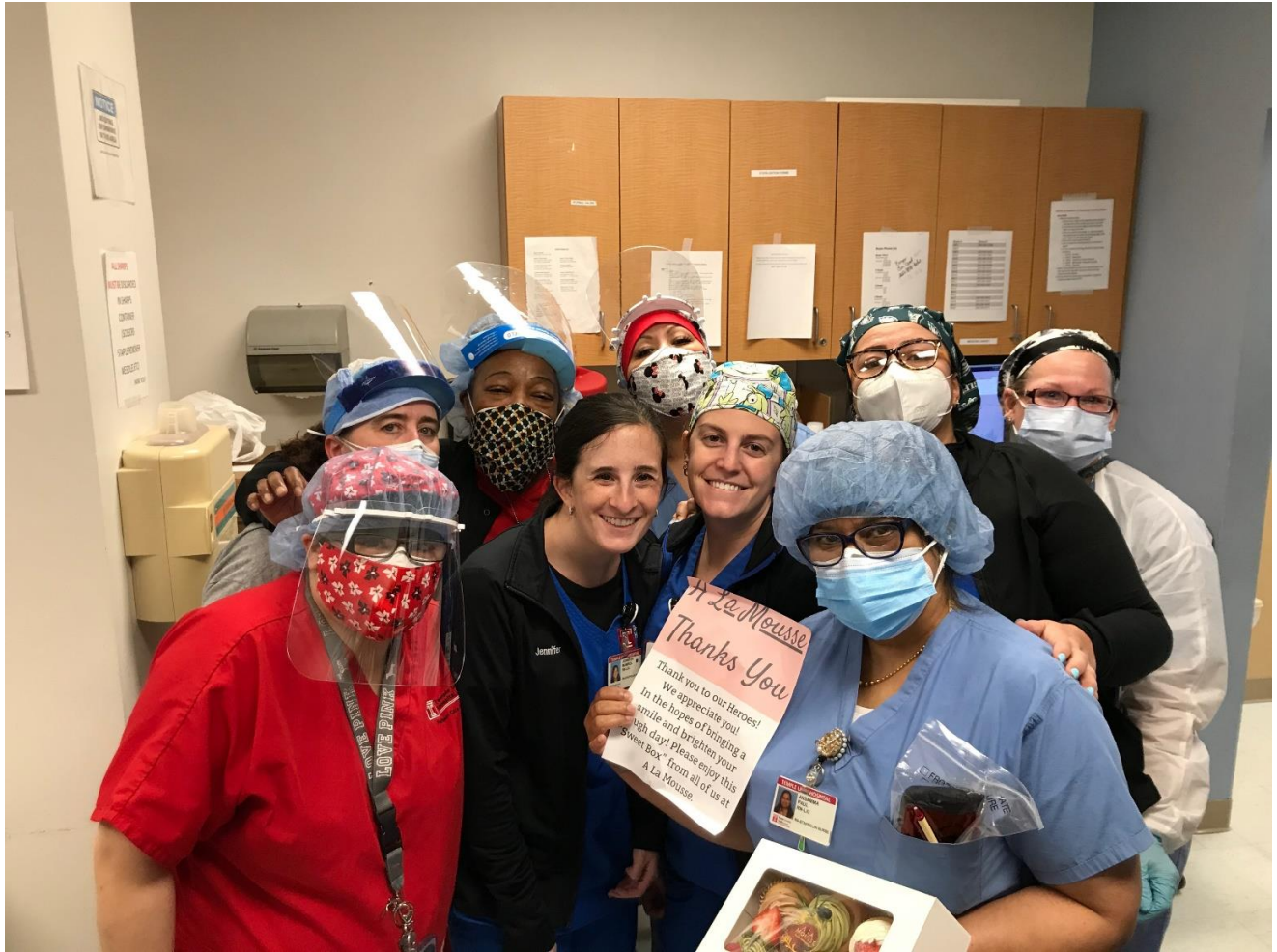


Joyce Zhang



From Harry McCloskey, DBA, PhD Candidate in CSL, Vice-President/Hospital Administrator, Jefferson Health - Torresdale Campus:

Joyce has been such a help with sourcing donations. It is truly amazing to see someone - particularly a colleague in our doctoral community - step up in time of crisis. She deserves to be recognized for her contributions in the next newsletter.



Joyce Zhang being thanked by a few of those she helped

Thoughts from Incident Command

By Carol Haines, *Cohort 7*

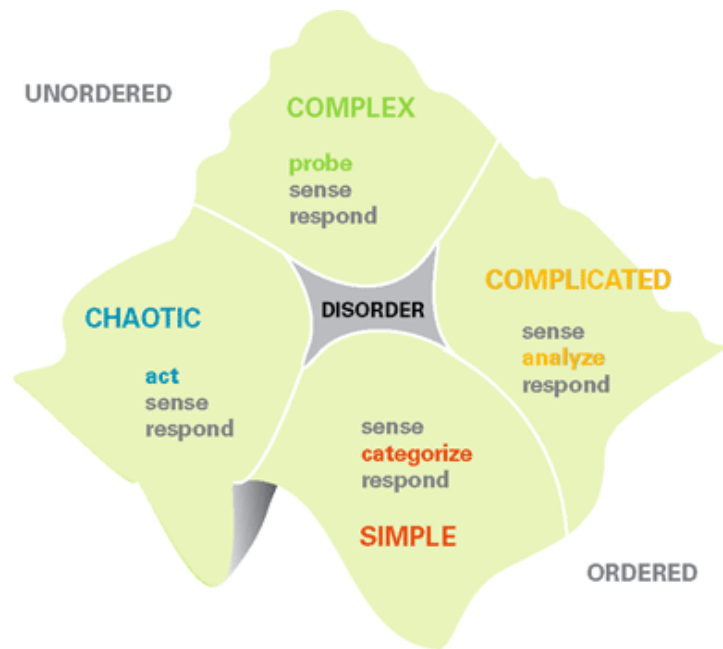
Vice President, Clinical Transformation and Enterprise Care Coordination
Thomas Jefferson University Hospitals

I have been working in the Enterprise Incident Command Center (ICC) for Jefferson Health since March 8 where I serve as the program manager controlling the intake of requests from executive leadership and clinicians, prioritizing the work and ensuring it is completed. Initially we were very busy setting up testing centers and ensuring our staff were protected with appropriate personal protective equipment (PPE). We then moved to preparing for a surge of patients and using predictive models to ensure we had enough supplies, equipment and staff to support the surge. Now that we are trending downward in COVID-19 positive volumes we turn to making sure those who need medically necessary care, unrelated to COVID-19, get the care they need.



At times it felt like we were in a state of chaos and I couldn't help but think of the Cynefin Framework (Figure 1) particularly how to think about and approach the problems we were facing. Although we have never faced a virus like the one that causes the COVID-19 disease, we have faced many other pandemics and we drew from those experiences to address today's problems. This reassured me that we really weren't in a chaotic state, though it sure felt that way. For simple problems we asked the subject matter experts to create guidelines. These types of problems included which patients should be tested, what PPE staff should wear and treatment guidelines.

Figure 1. Cynefin Framework (from Snowden & Boone, 2007)



We also faced some complicated problems which required a bit more data analysis and expert input. One area we struggled with but needed to work through was creating dashboards to provide the enterprise information regarding patient volumes, data on COVID-19 positive patients and utilization of critical care services and ventilator usage. Because Jefferson health utilizes several different electronic health records, this was a big challenge, but we were eventually able to work through it. With the data in hand, teams were able to study the effectiveness of treatments, measure quality and discover good practices.

I believe now that the initial surge is over and Jefferson attempts to understand the “new normal” we have entered a state of complexity. Jefferson Health is truly a system with many different and interacting parts. I can also better appreciate how when something is done with one part, the other parts are impacted.

One example of our complexity concerns the many changing interactions among patient needs and staffing. Due to the early influx of coronavirus patients, we had significantly decreased the number of surgeries and procedures being done. This meant many of those units and offices were closed so those staff members could be redeployed to work at our COVID-19 testing centers. During the progression of the crisis, however, other health problems did not stop so it was decided to reopen surgery services - but we also required that all patients who would be having surgery, or any procedure - would also require a COVID-19 test 48 hours prior

to the surgery or procedure. Those nurses who had been reassigned and were working in the testing centers were now needed to return to the surgical and procedural areas, but we also had to keep up with the demand for more testing. There are no experts for this problem; we need a novel and emergent approach to safely increase the number of surgeries and procedures being completed, and ways to avoid a second health crisis from COVID-9 patients needing care. Jefferson Health will need to work as a system, carefully framing the situation and making effective choices to navigate and improve this situation.



Carol Haines

Although I have worked many long days for many weeks, I would not trade this experience. I have learned so much about leadership, decision-making and organizational behavior. I have also had the opportunity to work with leaders I might not normally, and I have developed many new connections across the enterprise. Being a clinician myself, in the beginning of the crisis there were times I felt I needed to be on the frontlines caring directly for patients. I have learned through this experience that my unique skillset was needed in the exact role I am in and my proficiencies are helping the front lines.

COVID-19 Response from the Respiratory Therapy Department

By Jerin Juby, *Cohort 6*

Operations Manager, Pulmonary Care, Thomas Jefferson University Hospitals (TJUH) Inc.

I hold a professional degree in respiratory therapy, I am an administrative leader in the Pulmonary Care unit, and I am a core member of the Respiratory Therapy team at Jefferson Health. Together, this means I have been directly responding to the COVID 19 crisis. As COVID is a respiratory disease, there is much attention on our profession, and much has been written in the press and elsewhere about the availability of ventilators and other critical respiratory equipment. Due to surges of patients, national shortages on ventilators were reported during the initial days of the crisis.

The response of our department at Jefferson has been three-fold:

First, we have had to secure additional ventilators across the enterprise. We utilized SharePoint and had daily huddles to discuss the location and availability of ventilators, adding additional devices to our fleet, and arranging how to access and make them available across the hospital's divisions based on the anticipated and actual surge of patients.

Second, we had to create new guidelines for appropriate treatment and use of personal protective equipment. Aerosolization procedures such as nebulizer treatments, which we had used for other respiratory problems, were identified to be of higher risk for transmission and infection so were avoided. Our team joined with other core departments to write several new guidelines to affirm and assure the safety of our staff and patients. This included the appropriate choice of devices and appropriate personal protective equipment for each procedure. As COVID is easily transmitted we had to be very careful about the procedures for disinfection and cleaning *after* using a ventilator.

Third, to manage the crisis, we had to manage appropriate staffing across all hospital divisions. The increased surge in respiratory patients and the increased usage of ventilators required additional staffing. We worked on several plans to bring in additional qualified people, and to quickly train other clinicians to support the surge of COVID patients as well as the other patients being treated for other health problems.

My education in the Jefferson Strategic Leadership doctoral program continues to be tremendously helpful as I navigate this complex COVID-19 crisis and the many challenges that emerge from it. I wasn't familiar with the concept of systems thinking until I started in the program, and because systems concepts are at the core of my studies, this approach has been greatly beneficial. Like the novel coronavirus, our program is one-of-a-kind, and what I learned helps me manage the distinctive challenges I face appropriately. For example, I found during this crisis that identifying the containing system then appreciating the interactions among the components helped me to frame then select plans for action. I drew from several courses to help me see the organization and problems with a systems mindset, which helped me to make better choices.



A few members of the Respiratory Therapy Team at TJUH, including Jerin.



Jerin Juby



Coronavirus Digital Response

By Boris Vishnevsky, Faculty, DSL 705 Enabling Digital Technologies and Strategies
Principal, Slalom Consulting

ARS-CoV-2 the novel coronavirus continues to spread, leading to the highly contagious and deadly COVID-19 disease which has interrupted and overwhelmed health systems around the world. The effects of the COVID-19 Global Pandemic also interrupted the rapid progress of the fourth digital industrial revolution and has brought unprecedented devastation to the interconnected world economies and socio-cultural systems.

As many have reported they have “never seen anything like this before,” the response to the COVID-19 crisis across all sectors continues to be slow, retrospective, and reactionary, contributing to a staggering loss of human life and tremendous economic decline. Regardless of the responses, the immediate effectiveness of responses has varied widely and while the pandemic persists our future “new normal” remains mostly unknown.

At Slalom, we responded to three issues: (1) the lockdown, (2) increased push toward digital collaboration tools, and (3) desire to anticipate what to do next. These prompted us to test the applicability in our professional practice of the newer consulting techniques which have been designed for “future foresight.” These are based on Causal Layered Analysis (CLA), Agile methods, and Complexity Science. We wanted to examine how these techniques could function and may be helpful during the complexity of the COVID-19 pandemic, and we wanted to identify emerging themes- specifically in four layers: Litany; Systems; Worldview, and Metaphor.

Slalom’s widely distributed teams collaborated remotely in this project, leveraging online whiteboarding processes created by Miro and Microsoft Teams.

After formal investigation, the consensus view of the methods, techniques and approach was that using the four layers enhanced by the Agile approach, and by applying the techniques from Complexity Science - particularly the Cynefin Framework - offered an effective way to grasp the nuances of our current post-structural critical inquiries. In particular, the remote collaboration across multiple Slalom’s locations benefited from the use of Agile and effective use of online collaboration tools. However, we also recognized that these outcomes would not have been possible without skilled and prepared facilitation.

An overall conclusion was that new digital coloration tools are increasingly valuable but human intervention/facilitation continues to remain essential for these new technology applications, particularly in the complex context of a global pandemic.

For further reading: <https://jfsdigital.org/2020/05/15/system-of-life-a-metaphor-for-re-imagining-the-covid-19-pandemic/>



Boris Vishnevsky



Dissertation Proposals and Defense

Congratulations to **Pamela Tull**, *Cohort 4* who on March 26 successfully passed her **Dissertation Proposal** and is now completing her final document.



Pamela Tull

Her dissertation topic is: **INTERACTIVE PLANNING: AN APPLIED SYSTEMS THINKING APPROACH FROM THE PERSPECTIVE OF A PARTICIPANT-OBSERVER**

Her dissertation committee consists of John Pourdehnad, PhD, Advisor; Larry M. Starr, PhD, Reader; and Kim Nixon-Cave, PhD, External Reader.

Congratulations to **Amna Al Alawi, Cohort 5** who on April 14 successfully passed her **Dissertation Proposal** and is now completing her final document. Amna's research is supported in part by grant from the Bill and Melinda Gates Foundation for Global Initiatives through the laboratory of Dr. Richard Derman.



Amna Al Alawi

Her dissertation topic is: A SYSTEMATIC APPROACH TO BIG DATA ANALYSIS FOR THE DISCOVERY OF SOCIO-DEMOGRAPHIC FACTORS THAT AFFECT THE DEVELOPMENT OF CATARACTS IN TELANGANA

Her dissertation committee consists of Les Sztandera, PhD, Advisor; Robbin Durie, PhD, Reader; Steven Herrine, MD External Reader; and Richard Derman, MD, External Reader

Congratulations to Joy Azikiwe, DMgt, *formerly of Cohort 4*, who on May 11 successfully **defended her Dissertation** and is now basking in the realization that her dream of completing her Doctor of Management degree has been fulfilled. Dr. Azikiwe is also pleased to announce her new appointment at the University of Pennsylvania where she is now Executive Director of HR/Chief of Staff.



Dr. Joy Azikiwe

Her dissertation topic, FACULTY MANAGEMENT: AN EXAMINATION OF THE DUAL ROLE OF FACULTY AS MANAGERS IN HIGHER EDUCATION, can be accessed from the *Jefferson Library Digital Commons* here:

[Faculty Management: An Examination of the Dual Role of Faculty as Managers in Higher Education](#), Rume J. Azikiwe

Her dissertation committee consisted of Rosa Colon-Kolacko, PhD, Advisor; Elliot Cole, PhD, Reader; Dean Geoffrey Garrett, PhD, External Reader; and Victoria Mulhern, External Reader.

Commencement 2020: Congratulations to our Doctoral Candidates

Due to the unexpected and unprecedented COVID-19 pandemic, it was necessary to redesign this year's Commencements. On July 12, 2020, Jefferson will hold formal [Commencement ceremonies](#), *virtually*.

To walk at Commencement, a participant must be a Doctoral Candidate in the final stages of writing the Dissertation with an intended completion date of the end of 2020. The following will be called during the virtual ceremony:

For the degree of Doctor of Management (DMgt) in Strategic Leadership



Rume Joy Azikiwe



Myles Ivan Bassell



Robyn Samantha Chin



Odell Dandridge Jones



Michael Christopher Molta



Paul Thomas Raison, Jr.



Pamela Renee Tull



Raul Virella

For the degree of Doctor of Philosophy (PhD) in Complex Systems Leadership



Venard Scott Koerwer



Harry Francis McCloskey



Congratulations to Tom Guggino

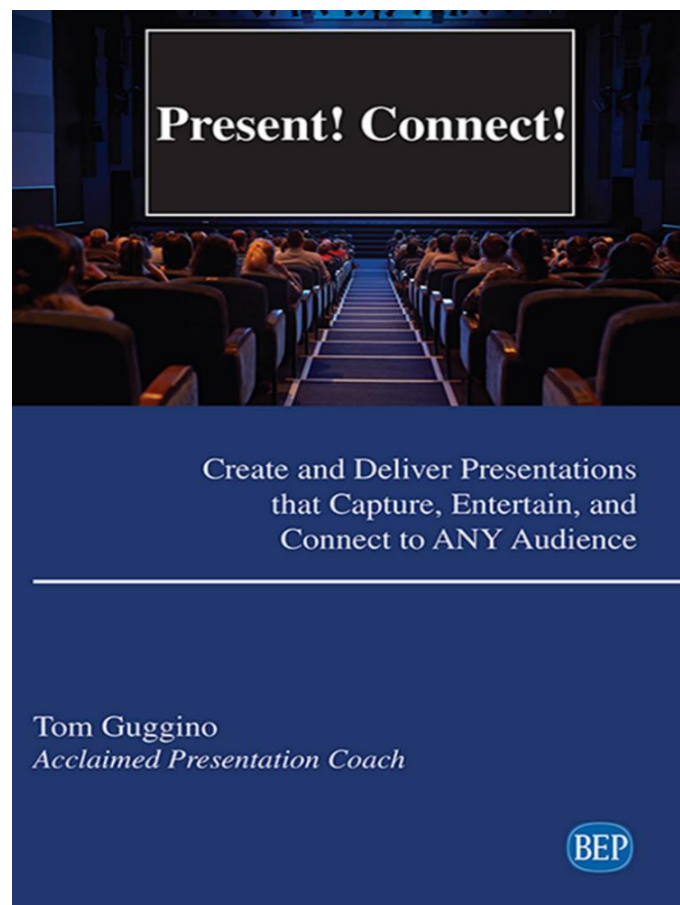
Tom is very pleased to announce the release of his book, [Present! Connect!](#) published by Business Expert Press. The [promotional description](#) includes the following which our community will recognize from their direct experiences with Tom as our Doctoral Communication and Presentation Coach:

Most people have the skills needed to become a successful presenter, but they don't use them. When they learn how to use these skills, they begin to enjoy the successful outcome of a focused, thoughtful, and informative presentation. This is the premise of author Tom Guggino's career as a leading presentation coach.

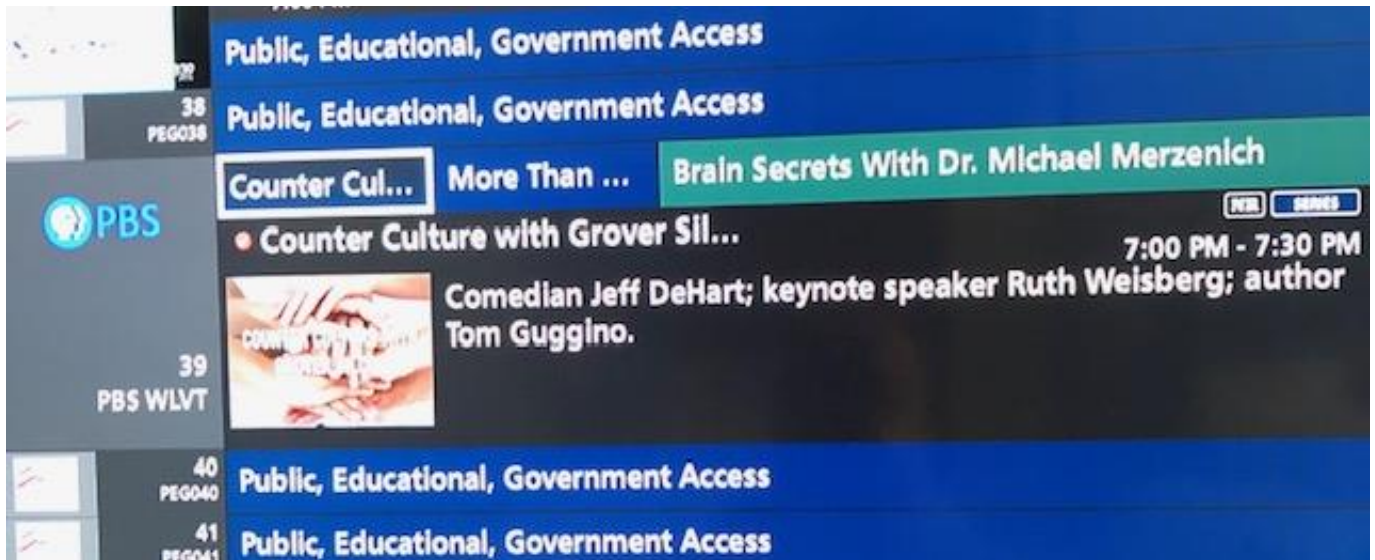
One reviewer of the book wrote,

Reading Tom Guggino's book produces an amazing paradigm shift for most people who think they understand how to give a presentation. Whether presenting for sales, marketing, education, professional work or to convince friends and colleagues to pay attention to an issue of importance, this book should be your guide.

Copies are available from the publisher and [from Amazon](#).



Be alert for Tom's interview about the book on Channel 39 WLTV, the New Jersey Public Broadcasting Service (PBS) program, *Counter Culture*, hosted by Grover Silcox. The original date conflicted with one of the recent national/local news events and has been rescheduled for September.



Tom Guggino

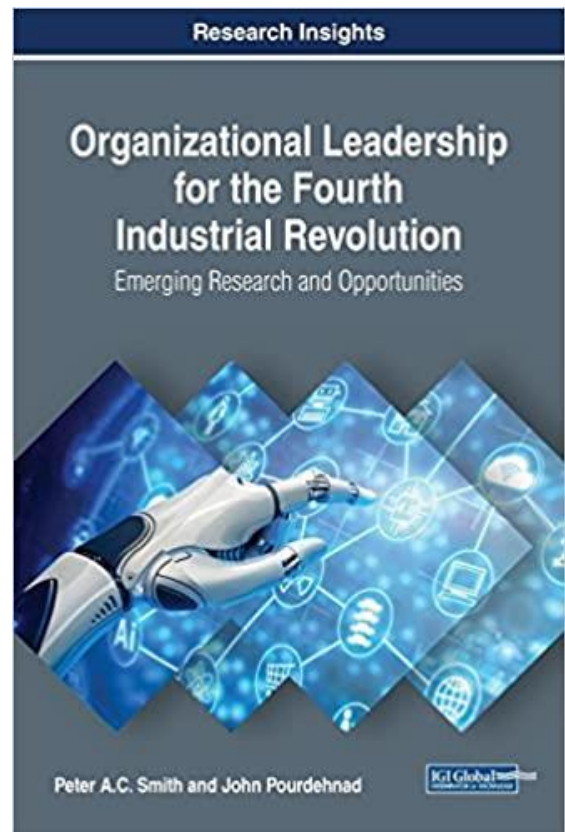
Congratulations to Professor John Pourdehnad

John was recently contacted by the Marketing Department of IGI Global, publisher of his most recent book (2019), [Organizational Leadership for the Fourth Industrial Revolution](#). He was informed that his work has become listed as a Core Reference Title for 2020 making its promotion and sales among the leaders from the publishing house which promotes more than 5300 scholarly books.

Dear John Pourdehnad,

I hope this message finds you well. My name is Brittany Haynes, and I am one of the main marketers in Business and Management. I would like to inform you that your publication, *Organizational Leadership for the Fourth Industrial Revolution*, has been selected as one of IGI Global's Core Reference Titles for 2020. Through this selection, we have noted that your book contains impactful and highly cited content that prompts thought-provoking discourse and inspires further discoveries, making it a pinnacle publication from our full collection of 5,300+ reference books.

Due to the valuable research found in your publication, we are interested in creating a specialized campaign around your publication to help you increase the overall citation impact of your research and to ensure that your publication keeps momentum in your field of research. Your cooperation with the following items is greatly appreciated:



John is also pleased to report that he has been selected to present a workshop (virtually due to the pandemic) for the **IESE Business School, University of Navarra** in Barcelona, Spain. The workshop is part of their [Executive Education program, Creative Problem Solving: Implementing Design Thinking](#).

For those not familiar, IESE Business School is ranked Globally #13 for their MBA program, and Globally #1 for Executive Education by the *Financial Times*.


Jefferson — Workspace ONE | Inbox (11,616) - larrymstarr@gmail.com | Mail - Lawrence Starr - Outlook | Creative Problem Solving: Implementing Design Thinking

execedprograms.iese.edu/strategic-management/design-thinking/

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Online

June 16, 23, 25, 30 &
July 2, 7, 9, 14, 16, 2020

[DOWNLOAD BROCHURE](#) [APPLY NOW](#) [PROGRAM FINDER](#)

3:42 PM 6/5/2020

Inbox (11,613) - larrymstarr@gmail.com | Mail - Lawrence Starr - Outlook | Creative Problem Solving: Implementing Design Thinking

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Business School
University of Navarra


Executive Education

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Apple, Nike, Sears, Gap, Walt Disney World, P&G, Reckitt Benckiser, Novartis, SC Johnson, Kholar, W Hotels.

Business had always been in conflict, although a healthy synergy between them is the key to success.

understand Design and Design Thinking approach is the key to bridge the Gap.*



John Pourdehnad
Assistant Professor, Complex Systems Leadership, Thomas Jefferson University
Founder and Principal Consultant, Systems Wisdom, LLC
Former Associate Director, Ackoff Collaboratory for Advancement of the Systems Approach, University of Pennsylvania

John Pourdehnad is an educator/consultant in the field of strategic management and change, using systems thinking as a worldview and design thinking as a methodology to dissolve complex intractable problems.

As a scholar-practitioner, he has consulted with large and small for-profit and not-for-profit organizations across many industries, and with government agencies helping management and leadership teams develop strategic plans and transformational roadmaps.

He taught at the undergraduate and graduate level and executive education at The University of Pennsylvania. Currently, he is visiting professor at the Doctor of Philosophy (Ph.D.) in Complex Systems Leadership program at the Thomas Jefferson University, Philadelphia.

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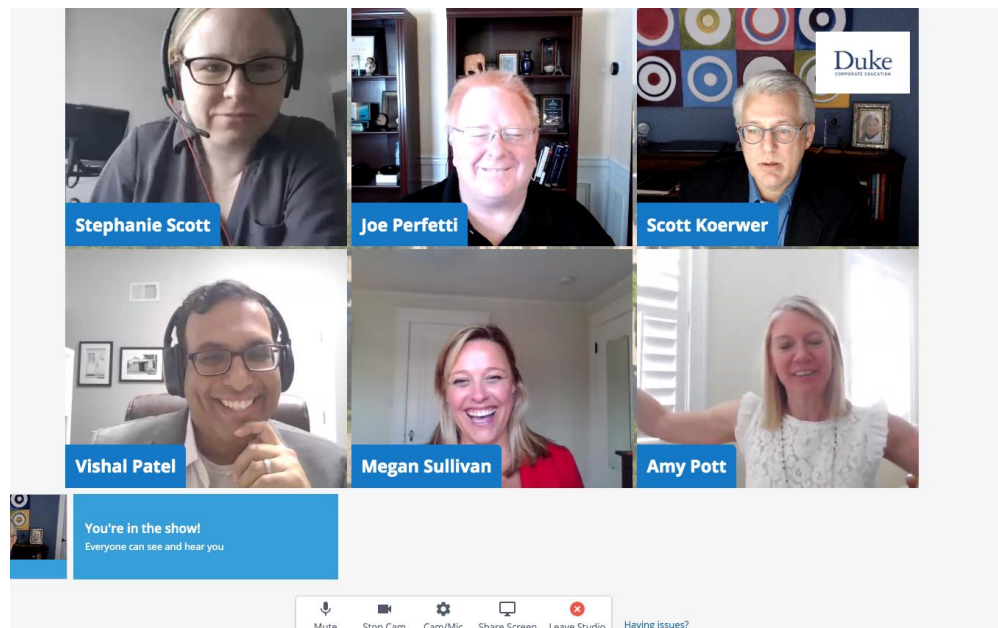


John Pourdehnad



Congratulations to Scott Koerwer

Scott Koerwer, *CSL Cohort 1* was invited to join the *Duke University Corporate Education LinkedIn Live* show on Agile Leadership. This bi-weekly 30-minute *panel-of-experts* broadcast examines and discusses business leadership, innovation, agility, and systems thinking. Scott gives a shout-out/thank you to the DSL/CSL faculty - particularly professors **John Pourdehnad, Joel Adler, Larry Hirschhorn, Jean-Marc Choukroun, Rosa Colon-Kolacko**, and others for the great content he has learned in their courses, and for inspiration.



Scott Koerwer with other members of the Panel of Experts

Congratulations to Jim Plummer, *Cohort 2*

Jim has three reasons to be congratulated:

He received a faculty appointment at *Eastern University's College of Business and Leadership* to be an Adjunct Professor. His first class completed in Spring 2020 was **HMGT-696 Healthcare Quality, Risk, and Regulatory Compliance**.

He had an article published in the March/April 2020 issue of *The PAHCOM Journal*, the official journal of the **Professional Association of Health Care Office Management**. His paper, "Physician Burnout in American Healthcare," [can be read here](#).

Jim will also be a speaker at for the *Eastern University Business Professionals Speaker Series*. He will present a Live Online Seminar, The Power of Positive Customer Experience, on June 18, 2020. The seminar is described as follows:

James will share his personal journey as a leader in several industries and health organizations and will reflect on the importance of positive patient experience and customer experience, exploring the movement towards quality improvement and movement from Fee for Service to Pay for Performance in Health Care.



James Plummer

Congratulations Syed Kazmi, *Cohort 4*

First, most important, congratulations to Syed and to his wife, **Rajah Batool Karrar**, on the birth of their son, **Syed Hasan Raza Kazmi**, on March 4, 2020.



Future Dr. Syed Kazmi?



Emerging Dr. Syed Kazmi

Congratulations also to Syed on the acceptance and presentation of his paper co-authored with [Professor D. K. Malhotra](#) (Jefferson School of Business), “*Economies of Scale in an Asian Airline Industry*” at the [International Academy of Business and Public Administration Disciplines \(IABPAD\)](#) Conference in April. Due to the COVID-19 pandemic the conference originally scheduled to held in Dallas, was conducted online.

Congratulations to Jay Combs-Harris, *Cohort 7*

Congratulations to Jay who was selected by his community at **Accenture** to attend the *LGBTQ Leaders Learning* conference.



Jay Combs-Harris

Congratulations to John Ervin, *Cohort 6*

John Ervin has joined the steering committee for the nonprofit *Alltogether Now* (ATG), PA's Hemp Supply Coalition. [ATG's mission](#) is to connect urban and rural communities, farmers with entrepreneurs, investors with borrowers, and producers with consumers, and engage them in a collaborative effort to build just, resilient, self-reliant regional economies throughout Pennsylvania. The photo was from a steering committee visit to a regenerative industrial hemp farm in Hudson Valley, NY. The founder of ATG, Judy Wicks, is 4th from the left.



John Ervin



Congratulations to Andrew Braverman, *Cohort 6*

Andrew wrote,

I know you are always looking for exciting happenings for the *Newsletter*: We received some incredible news at work. My team is responsible for presales across **Dell EMC's Unstructured Data Solutions Business**, and our biggest solution product is called the *Isilon scale-out NAS System*. That solution, through its extensive use in moviemaking workflows, **won an award at the 71st Technical Emmy Awards**, as described here by my colleague Thomas Burns:

<https://blog.dell EMC.com/en-us/emmy-award-goes-to-dell-emc-isilon/>



Andrew Braverman

Research from the Spring 2020 Class of DSL 712

Members of the DSL 712 Strategic Interactive Planning course led by Dr. John Pourdehnad worked on two client-based projects during the Spring 2020 semester. While the impact of the global pandemic disrupted the F2F meetings, each team completed their work and delivered a final project report. Both reports are audio-driven power point presentations, have been uploaded to the *Jefferson Library Digital Commons*, and can be viewed/listened to by following the links below. Thanks to the voice-over by Bibi Kahn, *Cohort 8* and Andrew Braverman, *Cohort 6*, both reports are not merely educational but entertaining.

[Hospital Readmissions: Mess Formulation](#), Carol Haines, Jerin Juby, Sung Won Paek, Anne McCafferty, Jennifer Gramata, Jarrod Combs-Harris, and Andrew Braverman

[Case Study: Horse Drawn Carriages in Philadelphia](#), Bibi Khan, Michael Jones, Hamid Bertal, and Regina Tendayi

One follow-up to the **Horse-Carriage** project was an Opinion/Editorial published May 14 in a local Philadelphia Newspaper, *Generocity*. The article is here:
https://generocity.org/philly/2020/05/14/opinion-now-is-the-time-to-think-about-the-future-of-phillys-tourism-without-horse-drawn-carriages/?utm_campaign=Generocity.



A study by Thomas Jefferson University (TJU) released earlier this month lends weight to efforts to ban horse-drawn carriages in the city (From: *Generocity*, 5/14/2020; Image by bridgetawilcox from Pixabay)

Faculty Scholarship

Dr. Larry Hirschhorn has written another essay related to the global pandemic:

Pointers for Leaders in the Pandemic

The coronavirus pandemic brings with it an arc of uncertainty that stretches far into the horizon. There are four foci that can help leaders provide steady steering in a difficult time: objectives, capabilities intactness, and normalcy. These foci highlight three challenges leaders face in this crisis; how to steer the enterprise, how to keep it cohesive, and how to provide it with goals.

Some of Larry's other papers are available here:

<http://www.cfar.com/resources?w=author&t=Hirschhorn&i=9>



Larry Hirschhorn

Dr. Steve Freeman has written two papers on the impact of the pandemic which are available via Medium.com: <https://medium.com/@sffreeman>.

The Astonishing Power of Shared Opportunity and Moral Purpose

<https://medium.com/@sffreeman/the-astonishing-power-of-shared-opportunity-and-moral-purpose-aa9d8315e946>

The most powerful illustration I know of crisis leadership is the example I witnessed while researching 9/11 impact on Ground Zero organizations. The story of how and why one firm devastated in the attacks was able to rebuild so successfully provides valuable insight for organizations today.



A Crisis is a Terrible Thing to Waste: Recovering Agency in Coronavirus Times

<https://medium.com/@sffreeman/a-crisis-is-a-terrible-thing-to-waste-recovering-agency-in-coronavirus-times-86e87472a96e>

One disheartening aspect of the current crisis is a widespread *lost sense of agency* both for individuals and organizations - a loss accepted as an unfortunate, but unavoidable cost of controlling a pandemic, and one barely worth noticing or commenting on. We're at the mercy of events that are difficult to understand. In light of risk to life and health, we must all make sacrifices. We're told there's little to do but wait it out. And there seems no reasonable counter to that.

More of Steve's scholarship and research can be read here: <https://sffreeman.com/>



Steve Freeman



Here is another paper also available on the *Jefferson Library Digital Commons*:

[Leadership, Contexts, and Learning - Part 1. Leadership Definitions and Themes](#), Larry M. Starr, PhD



JEFFERSON DSL & CSL *LEARNING COMMUNITY*
and Families

ARE INVITED TO THE

ANNUAL AMERICANADA

- And Special This Year -

2020 COMMENCEMENT CELEBRATION



at the **VIRTUAL** home of ELANA AND LARRY STARR

SUNDAY JULY 5, 2020 - 4 pm to 6 pm

Swimming pool will be open: BUT you must swim VIRTUALLY.

Plenty to eat and drink: IF you provide your own. I recommend Molson's.

Please join your colleagues/faculty for this Zoom event

To celebrate ourselves and particularly those who will be in the

2020 Virtual Commencement to be held July 12.

HOLD THE DATE JULY 5

Email to the Community with the ZOOM LINK WILL FOLLOW



Doctor of Management (DMgt) in Strategic Leadership

Doctor of Philosophy (PhD) in Complex Systems Leadership

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